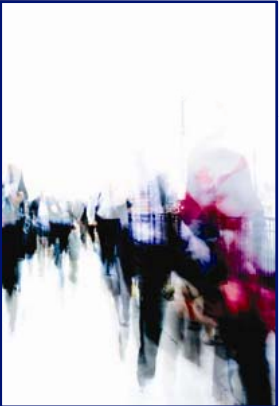


Transformation Systems, Inc.

*Virginia SPQA 2010
Forum for Excellence
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*Know What You Don't Know
About
Employee Engagement*

Vaughan Limbrick



The “Feel” of Employee Engagement

- Feelings of Urgency
- Feelings of Being Focused
- Feelings of Intensity
- Feelings of Enthusiasm

Macey, Schneider, Barbera, Young

The Look of Employee Engagement

- Behave in more *persistent* ways
- Respond *proactively* to emerging threats and challenges
- *Expand their roles* at work
- *Adapt* more readily to change

4 Principles for Creating an Engaged Workforce

Engagement follows when....

1. Employees have the *capacity* to engage.
2. Employees have a *reason* or *motivation* to engage.
3. Employees have the *freedom* to engage, and
4. Employees know *how* to engage.

Cultural Constraints to Engagement

- HR in Silos (People as an expense, liability, resource)
- People are “owned” by a unit or department vs. seen as a capability for an enterprise
- People have to work inside a job description vs. contributing strengths
- Confusion over purpose
- Non competitive pay and benefits

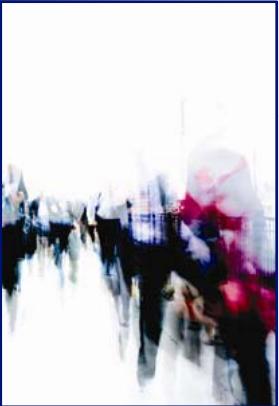
Low Cost Engagement Initiatives

- One on one engagement interviews
- Management incentives for engagement (increasing organization capability through people = revenue increase)
- Developmental job assignments to accelerate competency
- Mentoring
- Best friend at work

Engagement Metrics that Matter

- Retention, retention, retention
- Knowledge transfer/succession planning
- What matches your organization's strategic objectives?
(Intellectual property increase? Customer service increase?
Test scores? Mission readiness? Certifications? What
talent CAPABILITY links to your business objectives?)

Comments? Queries?



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